

3Q14 Conference Call Guidelines

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MAP: Good morning and welcome to Coca-Cola Andina's third quarter 2014 results' conference call.

The end of this quarter marks a year since we began to integrate Ipiranga's results in Brazil. Our consolidated sales volume grew 10.3% this quarter, which was mainly explained by the incorporation of Ipiranga, as well as the execution quality, service level and focus on market execution of our operations, which led us to gain market share in all our operations. Moreover, the Company's consolidated EBITDA grew by 18.0%. Considering comparable basis, i.e. including the results of Ipiranga during 2013, EBITDA this quarter grew by 9.0%. The transfer of best practices, along with the optimization of our production and logistics processes, capturing the best of each operation, has allowed us to further increase the profitability of our operations in Brazil, which makes us very proud. So synergies and restructurings related to Ipiranga's acquisition will allow us to capture approximately R\$26 million during 2014. During 2015 we expect to capture R\$30 million for this concept which is R\$10 higher than our initial estimate.

We also want to emphasize that we already started the first activities related to the construction of the plant located in Duque de Caxias, which is in the State of Rio de Janeiro, with a total investment that will amount to approximately US\$125 million.

Continuing with each of our operations,

In Argentina, we maintain execution excellence at the point of sale, a task carried out by our operation, enabling us to gain another 40 basis points of market share during this quarter. Thus, average market share in the third quarter reached 61.6%. Leveraged on this market share gain, sales volume grew 1.4%. This growth was driven by the categories of water, juices and others, which grew 24.1%, explained both by the good performance of the juice category, driven by the launch of Cepita in the Hotfill bottle, as well as the growth of Aquarius and Bonaqua. However, the soft drinks category decreased 1.2%, which is strongly linked to the economic situation that the country is going through. Our trade priorities continue



to be the development of returnable packaging and pricing architecture optimization. In addition, we continue with important investments in cooling equipment, which will help us continue improving our service levels to the market and promote the growth of the operation's single serve category.

In Brazil this quarter we gained 30 basis points of market share, which leverages on the execution preparation and quality, coupled with marketing strategies that we have implemented, such as the development of new packaging. It is worth mentioning that the strengthening of Coca-Cola brand indicators are within the legacies of the World Cup, something critical when thinking in the long term. Anyway, the environment continues to be challenging from the macroeconomic point of view. A weaker consumption, and high food inflation, have had a negative impact on the disposable Net Sales of consumers. This scenario, which already has lasted for over a year, led us to accelerate the roll-out of Coca-Cola2 Liter Ref Pet bottles at the end of last year, which has certainly proven to be a successful strategy. This new packaging allows us to serve the market with an attractive value proposition compared to B-brands reaching consumers of lower and middle segments of the population. Additionally given the macro-economic environment we face, the focus of the operation continues to be on projects that allow the reduction of costs, such as the internalization of the fleet, which has been very successful both in regards to costs as well as customer service-level.

In Chile, we continue moving forward according to our plans. We ended this quarter with an average market share of 69.1%, figure that is 130 basis points higher compared with the same quarter of last year and 60 basis points higher when compared to the previous quarter, improving the value of the category, since we have made price increases at the same time, seeking to protect our profitability in the different channels. In Chile the industry has shrunk this year, by a combination of macroeconomic factors and the attack suffered by the category in the media, as a result of the tax reform and the nutritional labeling law. It is worth mentioning that as of October, a tax increase over soft drinks (IABA) became effective in Chile, which meant an increase from 13% to 18% for sugar-sweetened soft drinks and a reduction from 13% to 10% for low-calorie soft drinks. Facing this new tax scenario, we have increased prices during the month of October, in order to offset its impact on our profitability and maintain our margins.

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In Paraguay, we maintain leadership in all segments where we participate. Thanks to our execution and customer service, we have completed one year <u>consistently showing an increase of our market share</u> <u>levels</u>. We closed the quarter with an average 62.5%, 150 basis points higher compared with the same quarter of last year, despite the entry of a new competitor to the soft drinks category during 4Q 2011.

Our focus continues to be on completing integrations and capture the potential for acquisitions and investments. We seek to increase the productivity and efficiency of our operations, production and logistics processes, so as to have a comprehensive cost control, which is in line with our commitment to deliver value to our customers, consumers and shareholders.

Now Andres will comment on the Company's financial results.

AW: Hello, good morning. As in previous quarters, all the figures we will review are expressed in local currency. When we talk about pro-forma figures it means that for comparison purposes, Q3 2013 figures incorporate Ipiranga's results.

This quarter we continue to see the negative effect that we have seen the previous quarters resulting from the depreciation of the Argentine peso on the Chilean peso upon the consolidation of the figures. Compared to the previous year the Argentine peso depreciated 23.4%, which generated negative financial impacts on the consolidation of figures. On the other hand the Brazilian real and the Paraguayan Guaraní appreciated 14.5% and 17.9% respectively on the Chilean peso, so that, in this case, the effect of consolidating was positive

We will now review each of the franchises where the Company has operations, and for a better understanding, the figures that we'll look at in each one of them will be in local currency.

In **Argentina** Net Sales increased by 36.0% in the quarter, which was driven by price increases that we have implemented.

Operating Costs grew 39.8% in the quarter, which is explained by:

1. The increase in revenues, which has a direct impact on the cost of concentrate,



- 2. Increased labor costs, and
- 3. The devaluation of the Argentine Peso against the U.S. dollar by 48.6%, which impacts the cost of dollarized raw materials,

On the other hand, SG&A expenses increased 32.3% in the quarter, which is mainly explained by the effect of local inflation over costs such as labor, freight and services provided by third parties.

Finally, EBITDA increased 35.5% in the quarter, with which Argentina represented 19% of the EBITDA generated by the Company.

In **Brazil** Net Sales increased 46.6%, which is explained mainly by the incorporation of Ipiranga's results, the increase in volumes and price increases. On a pro forma basis Net Sales increased 5.0%.

Operating Costs increased 49.3% which is explained by:

- 1. The incorporation of Ipiranga's results
- 2. Change in the sales mix towards distributed products which carry a higher unit cost, and
- 3. The increase in sales, which has a direct incidence over concentrate costs.

This was partially offset by:

- 1. The lower cost of sugar due to the decline in the international markets and
- 2. A lower cost of PET and labels resulting from the shift in the product mix towards returnable formats.

On a pro forma basis, Operating Costs would have grown 4.6%.

SG&A expenses increased 51.8%, mainly due to:

- 1. The incorporation of Ipiranga's results,
- 2. Increased labor costs,
- 3. Greater distribution expenses, and



4. Greater marketing expenses during the period.

On a pro forma basis, SG&A expenses would have increased 6.6%.

EBITDA increased 37.8% during the quarter, or a proforma 8.5%, with which Brazil represented 40% of the EBITDA generated by the Company.

In **Chile** Net Sales grew 2.0% in the quarter, influenced by price increases in all the categories in which we participate, and partially offset by a decrease in volumes.

Operating Costs increased by 3.4%, explained by:

- 1. The 13.9% depreciation effect of the Chilean Peso on the U.S. Dollar which has a negative impact over dollarized costs,
- 2. An increase in the mix of distributed products (juices and waters), which carry a higher unit cost,
- 3. Greater depreciation of capital goods.

These effects were partially offset by the lower cost of sugar.

SG&A Expenses increased 10.6% during the quarter, which is mainly explained by:

- 1. Increased distribution freights due to higher tariffs, and
- 2. Higher labor costs.

EBITDA decreased 12.8% in the quarter, with which Chile represented 30% of the EBITDA generated by the Company.

Finally in **Paraguay** Net Sales increased 5.7% in the quarter, which was explained by the growth in sales volumes and price increases.

Operating Costs dropped 1.2%, which is mainly explained by:

1. Lower cost of sugar, and



2. The positive effect of the 3.4% appreciation of the Paraguayan Guaraní against the U.S. dollar

This was partially offset by:

- 1. Higher expenses for the depreciation of capital goods, as a result of the investments carried out, and
- 2. Mix shift towards products which carry a higher cost.

SG&A Expenses increased 11.1%, explained mainly by:

- Greater labor costs,
- 2. Higher marketing expenses, and
- 3. Increased distribution freights.

EBITDA grew 25.0% in the quarter, representing 12% of the EBITDA generated by the company.

Finally, I would like to mention that as a result of the gradual increase in first category tax from 20% to 27% in Chile, we have recorded an increased liability due to deferred taxes of approximately Ch\$23,653 million, which according to the Chilean Superintendence of Securities and Insurance circular letter N° 856, was accounted charged to Equity. However, in the financial statements of the year 2014 which are part of the 20F that is sent to the SEC on a yearly basis, this figure will be accounted for charged to Income, since we must comply with the IFRS standards.

Now we are available for any questions you may have.

(Q&A Session begins)

Alex Robarts: Hello and good morning everyone. Two questions please. The first one on Chile. Actually seeing the part of costs, my question is about the distribution. It seems that it was a little more than we were expecting in terms of costs, and you say that there is an increase in what is the mix of the products that are directly distributed. Can you explain or comment on how you're seeing this process? There appears to be a policy to see if it makes





sense to put even more products in own distribution network, then any comments in this respect would be nice. And the second question is, we know that from October a tax increase became effective over soft drinks in Chile, and if you can comment if you have already started to increase prices, if the policy is to transfer the tax to the consumer, and if you can tell us the extent of the transfer that you expect. Thanks a lot.

Andrés Wainer: Regarding distribution costs in Chile, they effectively had a major boost this quarter, basically as a result of adjustments of rates that were made last year. We have suffered the rise throughout this year, already the fourth quarter should be quite lower, and next year we should even see some efficiencies that we are going to achieve due to changes in some logistics processes which we are internally working on today. With respect to the purchased products I did not quite understand your question, we buy products in Chile to our joint ventures which are Vital Jugos, Vital Aguas and Envases Central, basically juices and waters. As these purchased products have the entire cost of the product in the transfer price, not only the direct cost, but also all administration costs, overhead costs, etc., then the unit costs of these products are higher. Therefore, there is a change in the mix towards products that we buy to joint ventures, in our P & L, the cost of sales increases more.

With respect to the tax issue in Chile, as of October 1st, a tax increase over soft drinks (IABA) became effective in Chile, which meant an increase from 13% to 18% for sugar-sweetened soft drinks and a reduction from 13% to 10% for low-calorie soft drinks. On this same date we increased prices in the market on an overall level, if you were to add all of our categories, by 3.2 or 3.3% and with that our margins remain stable, they should even slightly increase.

Alex Robarts: Now, just to understand, this year there was a pilot project to see how an own distribution network would be, not only with prices, but also with spending. How is this project coming along? And if there is an idea or maybe an intention to increase own distribution in Chile.

Andrés Wainer: Actually in Chile a few months ago we started a pilot of internalizing part of the fleet, basically a city that is Rancagua, which is 100 km south of Santiago, which is quite small, and was also made with an area of Santiago, the historic downtown area of Santiago. So far the pilot goes well, but obviously when one party has all the costs of learning and one has to improve little by little before reaching a level that one feels comfortable with in order to follow internalizing more. But it is likely that in the coming months and years we will see an internalization of the distribution fleet in Chile such as we are doing in Brazil. In Brazil we are closing the year with almost half of the volume distributed with our own fleet. Three years ago it was zero. It is likely that we will see something quite similar in Chile. In fact, in Brazil the results are very good, where it already has been in place for a longer time, and the fleet distribution fee is quite lower than third parties, and it also has a far better service level.

Andrea Teixeira: A follow-up to the previous question, if you can share with us a price sensitivity, after the increase implemented to offset tax rises and if you see the possibility of a drop in volumes due to this increase.

Andrés Wainer: The price increases we are implementing are in the range of 3.2% or 3.3%. With this we completely offset the rise in taxes and our unit margins remain constant. Now, concerning the effect on volumes, it is a little soon to draw conclusions, but October is going to close with a flat volume over the previous year, which is very much in line with what we saw the other month in Chile, therefore the effect will probably be quite low. Elasticity exists, therefore there has to be some kind of effect on volumes in the long run, but it should be fairly low. In the case of Mexico, you know that the elasticity was approximately 0.5. Internal studies that we have, indicate something in that range. But it is still a little soon to conclude what the effect will be.





Andrea Teixeira: Can you comment on the competitive atmosphere in Brazil, what do you believe now that you have integrated your acquisition a little bit more, how do you see the operation? Has it left more similar margins to your previously existing business margins there?

Miguel Ángel Peirano: With respect to Brazil, clearly the competitive environment was pretty hard, most notably in Rio de Janeiro, the activation of the market carried out by Coca-Cola has allowed us to position ourselves very well, not only after the World Cup, but already with a view to the Olympic Games that will come to us from here to two years. By which, the economic situation or the uncertainty that generated the elections in Brazil, generated some pause in consumers, and hence the returnable strategy which we had previously released allowed us to strengthen our position in the low-medium and medium segments. In the high segments, the execution and the focus on the World Cup, clearly allowed not only to strengthen the brand, which we have verified through brand health indicators, but also in those months in particular, an increase in volume that if one takes the trend and how the month ended when the World Cup took place, was approximately 5 or 6 per cent.

Armando Perez: I'd like to see if you could share with us your performance in Brazil. The 10 percent price increase in organic terms, was it due to mark ups, execution, or was it simply price increases? Thanks a lot.

Miguel Ángel Peirano: It is actually a combination of both. On the one hand we have worked hard on ensuring the correct price in the market and avoid the market to raise prices beyond, or try to avoid that they raise prices beyond the suggested prices. This focus on execution on having the correct selling price at the points of sale, coupled with price adjustments that we have made, has enabled this increase in prices.

Jerónimo De Guzman: I had a question, a follow-up about prices. Analyzing the information in local currency, I'm seeing price increases above inflation, both in Brazil, Chile and Argentina. Especially in Brazil, I'm seeing an increase in prices of more or less 10%, so I wanted to see what is the pricing strategy there, or what is causing the increase in prices much higher than the inflation rate, and how do you view it going forward.

Miguel Ángel Peirano: Argentina has led learning in revenue management that we are extending to different countries, particularly Brazil and Chile. This is allowing us to have the correct Price Point in each of the packages and try to go a little further and adjust the inflation at the time of the settings. Our policy is not necessarily to go permanently above inflation, rather it is to be in line with inflation. But that doesn't mean that at the time when we execute the project and we have opportunities, take these advantages and position ourselves forward, towards possible pattern adjustments (taxes) that might exist. Despite these increases, as mentioned in the previous conversation, we have managed to grow market share, so, somehow, the strategy of revenue management made was correct.

Jerónimo De Guzman: Regarding Brazil, when I see the information you gave, you talked of higher distribution costs, and I wanted to see what is causing these higher distribution costs, and what you expect going forward, since you are making many more efforts to have direct distribution.

Andrés Wainer: With respect to distribution costs in Brazil, the ones which are growing more are those of third parties, the 50% that is not ours. It should be remembered that much of the distribution cost is labor, approximately 2/3, and labor costs in Brazil continue to grow above local inflation rates. And that is what is driving that. On the other hand, what is helping us is internalization, which has lower costs, and this is what is partially offsetting that effect.

Jerónimo De Guzman: And the idea is to further increase that internalization of 50 per cent or are you already at the level that you want to be?

Andrés Wainer: We will continue increasing.





Miguel Ángel Peirano: That does not mean that we will reach 100 percent. There will be areas where it will be outsourced, but clearly there is still space to continue taking in own distribution.

Jerónimo De Guzman: Finally in terms of returnables, you spoke much about the returnables' strategy in Brazil, which has worked very well, I wanted to see more or less what level of returnables you have now in Brazil, and to what level you hope you can get, especially because I understand, Ipiranga already had a higher penetration in returnables.

Miguel Ángel Peirano: Yes, correct. Ipiranga is above 25 per cent on its share of returnables. In the case of Rio de Janeiro we have achieved 11 percent starting almost from scratch, and the aim is to continue growing, and somehow, the new plant of Duque de Caxias will be a key element in the extension of this strategy since it facilitates logistical supply to the entire northern area of Rio de Janeiro and Espiritu Santo.

Isabel Darrigrandi: I wanted to ask if you could talk a little more in detail about the synergies that you have achieved with Ipiranga, in the press release you mentioned you had managed to optimize logistics and production processes and I wanted to see if you could give a little more detail on that.

Andrés Wainer: Actually the synergies that we have already captured in Ipiranga are greater than what we had estimated, our initial estimate is 10 million reais, and this year it will be in the range of 25 or 26 million, and next year it should be in the range of 30 (million reais). Much comes from back office, where opportunities were greater than what we had expected, and there are also some synergies which are no less important in issues of logistics and production: there are some formats where Rio de Janeiro had a rather weak capacity, and we are bringing some formats, especially during the high season, from Ipiranga to Rio de Janeiro. And also some very low SKU rotation. An example of the back office topic is also the call center, which has completely been centralized in Ribeirão Preto, which is within the territory of Ipiranga, where costs are much lower. Apart from the synergies, it is an area of Brazil where labor costs are lower than in Rio de Janeiro.

Isabel Darrigrandi: Can you give us an update on the FX hedges you have taken in Chile and Brazil for the remainder of this year, and most importantly perhaps 2015.

Andrés Wainer: For the remainder of this year we have hedged 100 percent of Argentina, and in the case of Brazil, 60 percent. For next year, in the case of Argentina, we do not have 100% of the total year, but it should be around 75 per cent hedged, and in the case of Brazil, much less, only for the first half, approximately 25 per cent.

Fernando Ferreira: Regarding the weakness in the carbonated soft drinks category, do you believe that there is a tendency of decline in per capita consumption or not? Do you think that it is a weakness due to the low economic growth?

Miguel Ángel Peirano: I do not believe that facing the future there will be a reduction in per capita consumption, I believe there are still territories where one can even continue increasing it. There is clearly a trend toward faster growth of other categories, such as juice or water. In the case of soft drinks, yes last year there was an incident that generated a fall, but ultimately, facing the future we do not expect any declines, rather stable consumption, and where we have the right strategies to grow in areas of low development, there is still room to grow. Today Brazil's per capita, if one sees it on average terms, is low compared to Chile and compared to other places, but if one sees it segmented, there are territories where really it is still very low, and hence there is the importance of packaging as Ref Pet, for the purpose of bringing a product that is much more accessible to the consumer's pocket. In high segments per capita consumption is a lot higher there and yes the possibility of growing is more complicated.



Fernando Ferreira: And to increase volumes, do you believe that the best strategy is the packaging or there are new options such as for example Coca-Cola Life, already launched in Chile?

Miguel Ángel Peirano: Actually both. Clearly in the low-medium and medium sectors, the engine should be more affordable packaging. And globally, as well as strengthening the brand, new products such as Coca-Cola Life with the new formulation, undoubtedly will help to reinvigorate the brand.

José Yordán: My question was about Ipiranga's synergies. You spoke of 30 million this year, but since that will be achieved little by little, what I wanted to see is what is the running rate you have right now, starting October 1st, those 30 for the year which were partial, in how much would it be translated for the next 12 months, given that they are already implemented.

Andrés Wainer: This year they will be around 25 or 26 million (reais). There is a bit more than 15 already in September, and the next year, full year it will be around 30 (million). That's the best estimate we have regarding hard synergies that we are capturing. Obviously there are other types of synergies that are soft, which are the transfer of best practices, especially of Ipiranga towards Rio de Janeiro, which are not quantified. We must remember that in the case of Ipiranga, it had the best indicators of execution of the whole Coca-Cola system in Brazil. And it had a market share that was 10 or 12 points above ours in Rio de Janeiro, among other things given the returnable basis it had. So that subject is not quantified, but when one goes to the hard synergies that are more cost-related, next year it will be approximately 30 million reais.

José Yordán: In more general terms, I know that you do not give guidance on profitability, etc., but given the new economic environment in Brazil, etc., the price positions already taken, these synergies, all of that, directionally how do see the most probable scenario in terms of volume growth and margin growth if margin growth is expected? Any idea you can give us on that would be interesting.

Andrés Wainer: All of this will largely depend on the view that each one has, for example of the exchange rate, which plays a significant role. But for next year in Brazil in general we expect stable margins, despite the macroeconomic situation which we view as complicated. We are not too optimistic with respect to the macroeconomy in Brazil. In fact they have just increased interest rate last night, so I think that domestic consumption will be quite depressed. In spite of that we hope to maintain margins and we will have an EBITDA growth in the mid-single digits.

José Yordán: And what kind of exchange rate are you using for these stable expectations?

Andrés Wainer: We are talking about an exchange rate next year that should be on average, what we have in our model, on average between 2.55 and 2.60. On average.

Andrea Teixeira: Thank you for taking my second question. Bottlers in Mexico have said that they are interested in the refranchising of the United States. Also Coca-Cola management is much more focused on the 20/20 plans, to make a refranchising. Is this something you would be interested in?

Miguel Ángel Peirano: Ultimately, be it the United States or what is available in the rest of Latin America, as long as it generates value for shareholders, and somehow value for the company, of course we would be interested. We should clearly see how this process unfolds and according to these situations, we will see if our involvement there makes sense or not.

Andrea Teixeira: Thank you for that, but it seems to me that in Latin America, it does not seem to me that you can focus, stimulate more M & A than what has been discussed, but to focus more on the United States then. But if you do not find anything interesting in Latin America the next few years, would you have an interest in looking at them, or not? Do you think that it is a complexity and a very dissimilar business difference?



Miguel Ángel Peirano: I think it makes every sense to analyze them, study them, evaluate them. In fact, by the geographical configuration that Andina has, we have by necessity developed muscles to operate on different types of markets. If one sees markets where the per capita and the amount of people is very low as the South of Argentina or South of Chile, or markets where there is a high concentration of people as Rio de Janeiro, markets where there are road complexities from the logistical point of view, quite developed markets as Chile, with a stable focus, more a developed country than a Latin American country, or perhaps more underdeveloped markets such as Paraguay. Ultimately, in our franchise we have a mix that has allowed us to prepare ourselves to be able to participate or attempt to participate in various options. United States is clearly a stable market, it is a developed market, a market with challenges, and it is interesting to participate of course.

Andrea Teixeira: Yes but it seems to me not simple in terms of contracts, you do not have much control of production, then I do not know if you would have flexibility of packages, prices, of the sales mix. I don't know if you think that they preferred to 'compromise', or make adjustments.

Miguel Ángel Peirano: Today, Andrea, we don't actually have visibility of what or how it would be available. That is why somehow we would be analyzing it, and if it makes sense we would participate, but today we don't have any visibility of how, what and where The Coca-Cola Company would be deciding to re-franchise.

Carlos Laboy: Muhtar (Kent) talked in New York last week about increases in marketing above marketing expenses already existing in some markets. Are you included among those markets that would receive an increase? Have you been informed of something or not?

Miguel Ángel Peirano: We have not been informed of anything. In any case, and given our participation in the World Cup which took place in Brazil, the Olympic Games, our marketing expenses are high.

Isabel Darrigrandi: I wanted to do a follow up regarding IABA (tax on non-alcoholic beverages) in Chile and its application. I wanted to see if, only as a housewife who lives in Santiago, I have noticed that at the level of the consumer, we have not perceived necessarily the difference in prices between the light (diet) and regular soft drinks in all formats, at least. In some formats yes but in others not. Then I wanted to ask you if at the retail level, how are you managing the price increase, a little more on your strategy regarding this price increase in transferring the tax increase to the consumer; and if it is not 100 percent in your hands or is there something at the retail level out of your control.

Miguel Ángel Peirano: Clearly it is retail who forms the prices beyond what we can define and try to manage. Pricing strategy is basically guided by, as mentioned above, a revenue management strategy, and that is bound to give each of the products, and the ability to absorb price increases which each product has. Therefore, while the costs associated with each of the products are a very important variable in the definition, we always give importance to the consumer in the definition of our prices, which is ultimately the one who defines what to take when he/she stands in front of the display shelf. And on that basis we define pricing strategy. Pricing strategy is defined at the level of packaging, flavor and product, so how the deferred tax increased, is not necessarily transmitted in the display shelf, but it has all these other variables that, through this revenue management strategy, make us maximize profitability and sales.

Isabel Darrigrandi: So they are not required to have this differential pricing between the sugary and non-sugary products?

Miguel Ángel Peirano: Not at all. Yes to pay taxes, but not to tell them apart on the price.





Miguel Ángel Peirano: Thank you for your interest in Coca-Cola Andina's results. As always, our investor relations and management team are available to answer your questions and meet with you. Please do not hesitate to contact us. Have a good day.